

**FACTORS INFLUENCING RESISTANCE TO
CHANGE AMONG EMPLOYEES**

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**UNIVERSITI UTARA MALAYSIA
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FACTORS INFLUENCING RESISTANCE TO CHANGE AMONG EMPLOYEES

**A project paper submitted to the College of Business in partial fulfillment of the
requirements for the degree of Master of Human Resource Management**

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ABSTRAK

Kajian ini menyelidik tentang faktor-faktor yang menyebabkan rintangan kepada perubahan di dalam sesuatu organisasi. Sejumlah empat faktor telah di pilih untuk menguji kesesuaian model tersebut dalam meramal rintangan kepada perubahan. Oleh kerana para penyelidik perlu mengurangkan skop penyelidikan mereka, terdapat kekurangan dalam penyelidikan yang berkenaan dengan rintangan kepada perubahan yang merangkumi faktor-faktor utama penyebab rintangan kepada perubahan secara menyeluruh. Empat faktor tersebut adalah Impak kepada diri sendiri, Impak kepada Organisasi, Kepercayaan kepada pihak pengurusan dan komunikasi perubahan. Faktor-faktor tersebut dipercayai dapat meramal rintangan kepada perubahan secara signifikan dan menyumbang terhadap mempunyai model yang berkesan berkenaan rintangan kepada perubahan. Satu tinjauan secara online digunakan untuk memungut maklumat untuk penyelidikan ini. Maklumat yang dikumpulkan diproses dengan menggunakan SPSS 12.0 untuk analysis secara statistik dengan menggunakan kaedah Pearson Correlation Analysis dan Multiple Regression Analysis untuk mengkaji hipotesis penyelidikan ini. Kesemua empat faktor didapati mempunyai hubungan dengan rintangan kepada perubahan. Tetapi, hanya Impak kepada diri sendiri dan Kepercayaan kepada pihak pengurusan didapati dapat meramal rintangan kepada perubahan secara unik. Kunci utama kepada pengurusan rintangan kepada perubahan adalah memahami faktor penyebab berlakunya masalah rintangan ini. Hasil daripada kajian ini dapat membantu dalam pemahaman bagaimana faktor-faktor penyebab rintangan kepada perubahan berkaitan dengan satu sama lain dan bagaimana ianya menjadi penyebab kepada rintangan kepada perubahan.

ABSTRACT

This study examines the factors that influence resistance to change in a business organization. Four factors were selected to test the possibility of having a simple but comprehensive model that can predict resistance to change. Due to the need for researchers to narrow down the scope of their research, there is lack of researches on change resistance which comprehensively cover the core antecedents that causes resistance to change from employee perspectives. The four factors; namely Perceived Personal Impact, Perceived Outcome for Organization, Trust In Management and Change Communication were hypothesized to significantly predict resistance to change. A survey questionnaire was chosen as the instrument of choice to collect the data for this study. Collected data was entered into SPSS 12.0 for statistical analysis. The data was then analyzed using Pearson Correlation Analysis and Multiple Regression Analysis to test the hypotheses. All four factors were found to have a relationship with resistance to change. However, only Perceived Personal Impact and Trust in Management were found uniquely contributing towards the prediction of resistance to change. The key to effectively managing change resistance is to clearly understand the nature and reasons for resistance. The findings from this research helps to understand how change resistance antecedents relates to one another that results in resistance to change at workplace.

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter explains the background of the study, background of the problem, statement of the problem, the objectives of this research and the research questions that study intends to investigate and also explain the significance of this study.

1.2 Background of the study

Nothing is more constant in this world than “Change”. Change is a continuous process that happens in every aspect of our life in this world. As human beings, we grow and continue to change and evolve in our life stages to adapt to the various situation and factors that shape our life. As with human evolution, an organization also goes through the same process. Change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics, and the political environment all have a significant effect on the processes, products and services produced. The culmination of these forces has resulted in an external environment that is dynamic, unpredictable, demanding and often devastating to those organizations which are unprepared or unable to respond.

When a change is planned and being implemented in an organization, it will encounter various problems that will impact the smooth landing of the planned change. Apart from issues that arise from various implementation aspects of the change such as processes breakdown, technological glitch, external factors etc, one aspect remains the biggest problem in a change process; it is the employee resistance.

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